The Standard Operating Procedures (SOP) Manual

OF

The National
Certified Public Manager®
Consortium

A DYNAMIC GUIDE TO PARTICIPATING IN THE NATIONAL CERTIFIED PUBLIC MANAGER® CONSORTIUM

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Introduction

Purpose of this Manual

This Standard Operating Procedures (SOP) manual contains the *policies and procedures* that are applicable to the operation of the National Certified Public Manager® Consortium and its member programs. It provides criteria, guidelines, and procedures necessary to carry out the Consortium's business and operations and strategic mission.

It is a reference containing critical and general information for operations as well as links to templates and examples to assist Consortium programs effectively and efficiently. This manual has been organized into broad categories to facilitate searches with detailed descriptions within each category. Forms and templates appear as interactive links so that you can always be assured you are retrieving the most recent version of any document.

The SOP manual is a dynamic document that reflects the on-going operations of this dynamic organization. It is intended to reflect the most current operational procedures resulting from Consortium business meetings as well as changes to the Constitution and Bylaws.

With the help of many, the SOP manual will remain timely, accessible, and ever helpful. To that end, we ask for your assistance in bringing forward to the Chair of the Governance Committee any discrepancies, vagaries, or outdated information. We value your participation in the NCPMC!

Welcome to your NCMPC SOP Manual.

Section I
Accreditation

1.0 Introduction and Background

The National Certified Public Manager® Consortium is a confederation of organizations offering Certified Public Manager® programs bonded together by the desire to improve the productivity of government in the United States at all levels.

The purpose of the National Certified Public Manager® Consortium (NCPMC) is to approve and accredit Certified Public Manager® (CPM) programs, promote high standards, facilitate program development, encourage innovation and develop linkages with programs and organizations with similar interests.

1.1 Developing a CPM Program

1.1.1 *Mentor*

Once a program receives *Associate* status (please see Section V. Membership for more information), the Consortium Chair assigns an experienced person from an *Accredited* CPM program as their mentor. The mentor provides advice, support and assistance to the *Associate* member in developing their program and achieving accreditation. The mentor does not accredit the program, nor will the mentor serve on the initial accreditation committee of the program for which (s)he is a mentor.

Role of the Mentor:
- Introduce the new member to the Consortium, its legal documents, its requirements, and its resources.
- Make sure the member is familiar with and understands the requirements that programs must meet to be eligible for accreditation and advise them as they develop their programs.
- Point the new member to information on different program models and help them think through the needs of their constituencies.
- Advise them as they develop their program, and ensure that they know where to find information to help them with issues like: developing their mission, vision, values, goals; setting up an advisory board; obtaining support from government and/or a university; determining fees/tuition; developing policies and procedures.
- Refer them to others in the Consortium if another person has the information they need. Help them network within the Consortium.
- Encourage the *Associate* to commit to regularly scheduled check-in meetings with you and make sure you are available for those meetings.
- Be available to answer questions as the program progresses.
- Check-in with the program if there has been no contact for a few weeks.
- Report to the Consortium Executive Council every three (3) months on the progress of the mentee program.

Role of the Mentee:
- This is your program. It is up to you to take the initiative, contact your mentor and let them know what you need as you develop your program. The mentor is not responsible for checking with you unless they haven't heard from you for some time.
- Ask your mentor how they prefer to interact, e.g., by email, by phone, etc., regularly or when you need something, etc.
- Commit to regularly scheduled check-in meetings and make sure you are available for every meeting.
- Your mentor wants to help you, so don't hesitate to ask a question.
- Use your mentor as a sounding board. Ask them about best practices, examples of curricula, etc. They can help you find what you need.
- Finally, understand that your mentor is a volunteer and is also running a CPM program, so they may not be available immediately.

1.1.2   *Program Administration – Associate Status*
Each *Associate* program must identify a manager who is responsible for developing and implementing the program in accordance with NCPMC accreditation standards and competencies. *Associate* programs must provide reports of their progress to the Board of Directors at the Consortium Annual Meeting. Reports may be presented by the program representative or the program mentor.

1.1.3 *Program Design*
Programs are encouraged to design their curricula and offerings to best fit their constituencies while ensuring that the NCPMC standards and requirements are met and are the framework by which each program is evaluated.

1.1.3.1   Program Administration – Active and Accredited Status
Each *Active* and *Accredited* program shall designate two individuals to represent the program on the Consortium Board of Directors. One member shall be designated as the primary voting representative and a second member (if there is one) shall be designated as the alternate voting member.

Each program shall:
A. designate a *director* to implement accreditation standards and officiate in matters of program administration

B. establish a *partnership* between government and higher education; and

C. assemble an advisory board/group. An advisory board/group shall include representation from a government organization, a higher education institution, and a current or former CPM participant. The advisory board/group shall provide constructive review of curriculum and administrative procedures. The advisory board/group shall convene at least annually and record minutes.

1.1.3.2 Learning Outcomes

Each program shall provide opportunities for participants to apply learning in the work environment. Learning outcomes related to core competencies shall be identified in each course or learning activity.

1.1.3.3 Competencies

Each program shall provide opportunities for participants to apply learning in the work environment. Learning outcomes related to core competencies shall be identified in each course or learning activity. The core curriculum shall address all the following core competencies. The bulleted items below are examples.

A. <u>**Personal and Organizational Integrity**</u>

Today, managers must acknowledge their role in shaping organizational ethics and the role they play in creating an organizational climate that strengthens the relationships and reputations on which their organizations success depends. Leaders achieve this by modeling ethical awareness and maintaining a sense of trust through critical and courageous conversations and consistent words and actions.

- Increasing Ethical Awareness
- Modeling Appropriate Workplace Behaviors
- Identifying Potential Ethical Problems and Conflicts of Interest
- Building and Maintaining Trust
- Demonstrating Legal and Policy Compliance
- Seeking internal and external collaborative opportunities both, virtually, and in-person
- Mastering Crucial and Courageous Conversations
- Demonstrates consistency between words and actions
- Exercises power, authority and influence appropriately

B. <u>**Managing Work**</u>

Work management is a continuous process, where work is strategically aligned to the organizational goals to effectively get things done. By working together leaders empower others through personal responsibility and empowerment allowing an organization to grow and thrive.

- Strategic Planning to Align with Organizational Goals
- Developing Organizational Policies/Procedures for Financial, Technological, and Human resources.
- Empowering Others through a Motivational Environment
- Building Skills to Provide Feedback and Coaching
- Evaluating Workloads and Performance as a process.
- Utilizing leadership skills to create culture, maintain it, and grow it
- Takes personal responsibility while encouraging others to do the same in a safe environment.

C. Leading People

Exemplary leadership is a way of being, whether one is leading others or leading one's own life. Leadership can be developed; it is a choice to embrace one's authenticity and empower others to act. Leaders provide the vision to accomplish, even the simplest, of tasks of what the organization is trying to accomplish and how they fit into it. Leadership is not managing the demands of each day; it is taking people in a direction.

- Articulates a Shared Vision to Establish Focus
- Promotes a Diverse and Inclusive Workforce
- Facilitates Collaboration and understands the interests of other stakeholders
- Fosters Commitment, Group Identity, Pride, and Team Spirit
- Enables Others to Act
- Demonstrates executive presence
- Leverages the power of multi-generational teams
- Embraces Authenticity, connection, and engagement
- Proactively manages conflicts resulting from organizational change and acts decisively when action is required

D. Developing Self

Personal-development is a lifelong process and can be described as many things, but at its core, is the expansion of self-awareness. Ultimately, personal-development and its results can enhance our quality of life and increase our satisfaction. Personal-development is the process of creating and living one's most authentic life' – one that's unique to the individual, their dreams, passions, and needs.

- Commitment to Continuous Learning
- Personal Management Skills
- Identify Ways to Recognize and Utilize Individuality and Differences
- Increased Self Awareness for Better Communication; in-person and verbally

- Maintain Professional Interpersonal Relationships
- Builds resiliency to manage personal and organizational anxiety calmly and with confidence
- Utilize Emotional Intelligence to raise awareness
- Develops and implements methods to share knowledge with others
- Seeks feedback from others and uses it for personal growth

E. Systemic Integration

Boosting productivity and improving the workflow of an organization is essential if it is to succeed. Systems integration is a great way to achieve these goals; however, it cannot be achieved without meaningful advocacy and creative innovations, both internally and externally.

- Evaluating for Continuous Alignment of Policy Strategies
- Objective Analysis of Data in Decision Making
- Gather and Synthesize Information for a Meaningful Approach
- Dynamic Approach to Systems & Processes for Continuous Improvement
- On-going Review and Feedback to Assure Strategic Alignment
- Fostering a hybrid of skills in various job functions to navigate an ever-changing dynamic
- Leading virtual teams and independent contractors

F. Public Service Focus

Public service is a service through collaboration both internally and externally, resulting in a quality stakeholder experience. It exudes trust and stewardship for the common good by contributing to the common good through accountability and transparency.

- Understanding the Fundamental Role of Public Servants
- Delivering Quality Stakeholder Experiences to the Public
- Building Collaborative Relationships Internally and Externally
- Managing the Public Trust through Stewardship of Public Resources
- Contributing to the Common Good through Accountability and Transparency
- Establishing a functional and appropriate social media presence
- Demonstrates a personal commitment to quality public service

G. Change Leadership

Change agents promote and support a new way of doing something within the organization by inspiring others through advocacy. Change agents embrace the agility to navigate the rapidly increasing change and the growing complexity of today's rapidly changing world.

- Implement a Systematic Approach for Positive & Effective Organizational. Change

- Acting as a Positive Change Agent
- Inspire Others to Adapt through Meaningful Advocacy towards Strategic Goals

- Encourage Creativity and Innovation
- Foster Perseverance and Resiliency
- Embrace agility to navigate the rapidly increasing rate of change and growing complexity.
- Maintain a professional demeanor in stressful and difficult situations.

1.1.3.4 Program Hours

The program shall consist of a minimum of 300 hours of structured learning activities addressing the CPM competencies. At least 250 hours shall be instructor or facilitator directed. The remaining hours shall be approved learning activities with specific learning objectives. Learning activities may include application projects, structured readings, comprehensive examinations, and workshops or courses.

1.1.3.5 Learning or Job-Related Projects

There shall be a requirement for participants to complete a public management project, which shall include a written demonstration of participants' effectiveness in applying the core competencies to their job environment. The requirements and evaluation criteria for projects shall be clearly specified. Methods for delivering individual feedback on projects shall be identified. Group projects shall have clearly defined individual responsibilities.

1.1.3.6 Evaluation of Participants

The program shall provide substantive evaluation of knowledge and practical application in all competencies described in Article III, Section 3. Evaluation may be by oral examinations, written examinations, or assessment evaluations. Evaluation requirements and criteria shall be clearly specified.

1.1.3.7 Program Evaluation

The program shall measure program effectiveness and maintain this documentation. Provisions shall be established for responding to and incorporating feedback.

1.1.3.8 Enrollment Requirements

The program shall admit participants from any public sector entity within its authorized jurisdiction. The program may admit participants from private sector at its discretion. The program shall not require participants to enroll in a specific academic program or to complete an academic degree as a condition for admission. The program may establish reasonable minimum qualifications and requirements for admission into the program. Minimum enrollment requirements shall be clearly stated and disclosed to prospective participants.

1.1.3.8.1 Jurisdictional Clarification - The National Certified Public Manager® Consortium requires potential participants to attend programs in their home state unless there are extenuating circumstances. If an individual is interested in pursuing a Certified Public Manager®

program outside of their state of residence they will need to get approval from their agency or organization (if there are local or state funds involved), fill out a [request for consideration](#), and they may be required to pay an additional out-of-state tuition fee of at least $500. Individual CPM Programs may reserve the right to waive that fee. The home state does have the ultimate right of refusal, understanding that any decision should be made with the best interest of the potential student a priority.

1.1.3.8.2   Temporary Jurisdictional Fulfillment – In cases where an existing CPM Program is regularly servicing students out-of-state where there currently is no existing program, these programs may continue to serve existing students on a grandfathered basis if/when a new valid program becomes established in their home state. Once the new program becomes accredited, terms of Section 1.1.3.8.1 shall be enforced regarding any newly enrolled students post-accreditation.

1.1.3.9   Certification Requirements
The program shall clearly state and disclose the requirements for the Certified Public Manager® designation to participants.

1.1.3.10   Program Funding
The program shall demonstrate that sufficient funding is in place to sustain the program. Funding sources and amounts shall be identified and compared to current operating costs.

1.1.3.11   Policies and Procedures
Written policies and procedures shall exist on:
    A. admitting participants
    B. evaluating and testing participants
    C. awarding credit for core courses, electives and substitutions
    D. maintaining and handling participant records
    E. protecting confidentiality and privacy
    F. implementing continuous improvement

1.1.3.12   New Member Handbook
The New Member Handbook is a helpful resource in providing a detailed guide for *Associate* Members to becoming an *Accredited* Member. Attachment:
https://app.box.com/s/1623oida51uw6bltbrj77r4agha5gw22

1.1.4   *Moving from Associate to Active Status*
Once an *Associate* has developed a program in accordance with the requirements described above and in the Accreditation Checklist, the program may apply for *Active* Status. Application must be in writing to the Board of Directors and must include a letter from the Governor or other appropriate governing official which demonstrates support for the proposed program.

Active Status is granted by a majority vote of the Board of Directors for a two-year period while the program develops its program and begins to implement in preparation for initial accreditation. *Active* Status may be renewed for one additional one-year term by approval of the Board of Directors. Cases of hardship shall be reviewed by the Board of Directors and additional time may be granted.

Active Status programs may not award the Certified Public Manager® designation.

1.1.4.1 Associate – Active Status Report

Programs with associate or active status must provide regular status updates, to the program mentor and Board of Directors. This is so they can assist the program to move towards initial Accreditation. The report will include the following information

- A brief description of the programs curriculum development
- A brief description of the programs marketing efforts
- A brief description of the first class or the process the program will use to launch the program and their anticipated results
- Anticipated date of Initial Accreditation

1.2 Accreditation Review Process and Procedures

1.2.1 *Purpose and Characteristics of Review*

The purpose of the National Certified Public Manager® (CPM) Consortium is to approve and accredit Certified Public Manager® programs, promote high standards, facilitate program development, encourage innovation and develop linkages with programs and organizations with similar interests. The NCPMC does this by setting competency-based standards that govern the entire process of program development, accreditation, implementation, and continuous improvement towards our mutual goals.

The purpose of NCPMC accreditation for the Certified Public Manager® programs is to promote and maintain the educational quality of the programs. The approach is based on the commitment of NCPMC to improving the quality of management in government and to contributing to a high quality public service.

1.2.2 *Peer Review Process*

Accreditation of CPM programs by the NCPMC is a peer review process. The CPM Accreditation Review Process combines:

- Preparation of a portfolio that includes a self-study/self-assessment by the requesting program
- A review of the portfolio by the accreditation review team
- A site visit by one member of the review team, usually the review team chair
- Attachments: A GUIDE TO THE ACCREDITATION PROCESS (2021) https://app.box.com/s/ve0zxq8pybpzwgl0pcmkfbn30wvjiquv
- NCMPM ACCREDITATION REVIEW CHECKLIST (2021) https://app.box.com/s/pum7o8adnhaqw6bpjazq56rxgd4q6z01
- ACCREDITATION REPORT TEMPLATE (2021) https://app.box.com/s/n3rt6d1uua868kh5bpcs1b4gz8qkri2b

1.2.3 *Assessment for Accreditation*

In assessing each program for accreditation, the Board of Directors will base its conclusion on the recommendation of the accreditation review team, overall quality of the program, the program's performance of its mission, and consideration of substantial conformance with the standards. Variations from the standards must be justified in light of a program's mission and success in fulfilling its mission. In arriving at an overall judgment on accreditation, the Board of Directors will balance

consideration of substantial conformance with the standards and assessment of overall program quality given the mission of the program.

1.2.4 *Accreditation Standards and Requirements*
The Accreditation Standards and Requirements are currently a work in progress. The policies and procedures currently in use will be followed.

1.2.4.1 Seeking Accreditation
All CPM programs seeking accreditation or continuing accreditation are covered by the CPM accreditation standards and requirements. The National CPM Consortium accredits CPM programs, not state agencies or educational institutions. Accreditation reviews will include all locations in the program's approved jurisdiction in the United States and any locations outside the United States, and all modalities (e.g., on campus, hybrid, online) that the parent program uses to deliver the CPM program in their approved jurisdiction.

1.2.4.2 The documents governing peer review/accreditation are listed below and links can be found in the appendices:
- New Member Handbook
- Active Status Request Sample Letter
- Competency Cluster Description
- Accreditation Process Guidelines
- Accreditation Assessment Questionnaire
- Accreditation Report Template
- Best Practices Sample Report
- Initial Accreditation Review Timeline
- Continuing Accreditation Review Timeline
- Sample Request for Initial Accreditation
- Sample Request Continuing Accreditation
- Site Review Travel Reimbursement Voucher Template
- Evaluation of Accreditation Process Survey

1.3 Initiating Accreditation

1.3.1 All parties participating in the accreditation process shall exhibit integrity and professionalism in their actions.

1.3.2 Conflict of Interest Policy: It is the policy of the NCPMC to avoid any conflict of interest or perceived conflict of interest arising because a person involved in the accreditation process has an association with the program under review. Persons should not serve on a review team if there is real, possible, or perceived conflict of interest. Possible conflicts of interest include, but are not limited to a review team member who is/was:
- Mentor to the program, formally or informally.
- Current or previous Director, Instructor, Advisory Board Member, Graduate of the program.
- Chair or a review team member of the most recent accreditation review of the program.
- Any relationship with the program that could be construed as a conflict of interest.

1.3.3   Programs seeking initial accreditation or continuing accreditation must provide complete and detailed information in order for the Board of Directors to determine conformity with the standards. The burden of proving that the standards are met rests with the program.

1.3.4   Accreditation Review Timeline. The major steps involved in an accreditation review that is scheduled to be completed by the following Annual Meeting are as follows:
- Previous August Program requests initial or continuing accreditation
- October-
  December   Accreditation requests are approved by Board at Annual Meeting
- January   Accreditation review teams finalized
- February   Coordination between accreditation review team and program
- March   Review team and program agree on schedule
- May   Program provides review team with accreditation portfolio
- June   Site visit
- July   Draft report to program for review
- August-
- SeptemberFinal report to NCPMC Chair, Secretary, Administrator
- October-
  December   Accreditation is awarded by the Board at the Annual Meeting

Initial Accreditation Review Timeline link in appendix
Continuing Accreditation Review Timeline link in appendix

1.4 Accreditation Requirements

1.4.1   Deadlines for each step in the accreditation process must be met by the program in order for the program to continue in the process and thereby assure that they will receive initial or continuing accreditation.

1.4.2   *Requesting Accreditation Review*
  1.4.2.1   Initial Accreditation. When an *Active* program has developed and begun to implement a program in accordance with Consortium requirements, the program may request an accreditation review. To have their request approved, programs also have to be in good standing, including payment of the Consortium's annual membership dues, as well as payment of specified accreditation fees and site visit review team expenses. Current accreditation fee information is posted on the NCPMC website.

  Requests will be made in writing to the NCPMC Board of Directors no later than six months before the program expects to award the Certified Public Manager® designation.
  Accreditation fees will be billed upon approval of the accreditation and must be paid prior to the assignment of an accreditation team.
  Sample Request for Initial Accreditation link in appendix

  1.4.2.2   Continuing Accreditation**.** Accreditation is for six years as long as the program remains in compliance. Prior to the Annual Business Meeting one year preceding the expiration of

accreditation, *Accredited* programs will request, in writing, an accreditation review. Continuing accreditation fees are billed with annual dues for the fiscal year in which the accreditation expires. All fees and dues must be paid prior to the Annual Meeting at which the approval of the application will occur.

Sample Request Continuing Accreditation link in appendix

1.4.2.3   If the Board of Directors requests the program to change the year of a scheduled accreditation review, the program begins a six-year accreditation at the approval of the accreditation report.

1.4.2.4   If an Accredited program requests a review extension and the extension is granted by the Board of Directors or the Executive Council, that extension shall be for no more than one year. Any extension granted shall be considered part of the six-year accreditation period and will not change the original six-year cycle. The accreditation fee is due and payable in the fiscal year in which it is initially scheduled.

1.4.3   Accreditation fees are set by the NCPMC and are subject to periodic review. Payment of the fee is due upon approval of the application for accreditation review. This fee is non- refundable.

1.4.4   Programs requesting accreditation reviews are responsible for the accreditation fee and for expenses involved in the site visit. After the site visit, accreditation team members who participate in the site visit submit their vouchers to the Consortium Administrator who then bills the program for the costs of the site visit and reimburses the team members.

Site Review Travel Reimbursement Voucher Template link in appendix

1.4.5   **Review of programs delivered outside the United States or US territories.** Programs offered outside the US may face special challenges in language or cultural translation in meeting accreditation requirements. The following provisions will apply to the review of programs delivering CPM training outside the US or US territories.

   1.4.5.1 All review documents must be submitted in English and site visits must be conducted in English. The program is responsible for expenses for translation.

   1.4.5.2 The burden of articulating conformance to NCPMC accreditation standards rests with the program in instances where the program operates in a culture or environment that creates apparent incompatibilities with NCPMC accreditation standards.

   1.4.5.3 The program under review is expected to actively participate in securing travel documents and making any special or necessary arrangements for site visitors. When NCPMC or site visitor incurs additional costs to facilitate international travel arrangements, these costs will be passed on to the program.

1.5 The Accreditation Review Team

   1.5.1   *Selection Process*

The Consortium Secretary is responsible for proposing the accreditation teams to the Chair in keeping with NCPMC qualification requirements and for ensuring that the conflict of interest policy is applied to the process.

1.5.1.1 The Chair of the NCPMC, in consultation with the Secretary, appoints an accreditation team consisting of a chairperson, a CPM instructor and a Certified Public Manager®. A larger team may be appointed to review complex programs. In selecting the team, consideration is given to the nature of the program, its geographic location, diversity, the expertise of the team members, and conflict of interest.

1.5.1.2 Board of Directors representatives of accredited programs are requested to nominate highly qualified members of their faculty for the accreditation teams, as well as Certified Public Managers® who are alumni of their programs. Nominations should be accompanied by contact information. Boards of Directors representatives from accredited programs are automatically eligible. *CPM Graduate Volunteer Service Form link in appendix*

1.5.1.3 The Chair of the accreditation team must: be a Board representative from an *Accredited* program; it is desired that they have served on a Consortium accreditation review team or on similar accreditation review teams for other programs (e.g., MPA); have a good understanding of the CPM Competencies and the Standards for Accreditation.

More experienced Board of Directors representatives should be assigned as Chairs for complicated, potentially difficult reviews. In order to reduce costs for the program, where possible, chairs should be located near the program being reviewed. Site visits may occur virtually if in-person visits are not realistic.

1.5.1.4 The Instructor on the review team should have at least three (3) years of experience as an instructor with one or more Accredited CPM programs.

1.5.1.5 The Certified Public Manager® should be recommended by their program and should have at least five (5) years of experience in public service.

1.5.1.6 The Chair Chair-elect, and Secretary of the NCPMC are ineligible to serve on review teams during their terms.

1.5.2 *Roles of Review Teams and CPM Program Manager*
The Accreditation Team Chair is responsible for:
- Ensuring that the review includes assessment of all Consortium standards and requirements and that a recommendation for accreditation is solidly based on evidence that the program meets or exceeds those standards and requirements
- Supporting the CPM concept and negotiating findings that help the program
- Contacting each of the review team members to explain the process, schedule, and review team member roles

- Contacting the CPM program manager to develop a schedule for the process and agree on respective expectations
- Leading the accreditation team in analysis of program materials and development of questions for the site visit
- Preparing for the site visit in consultation with the program manager
- Reporting any changes after the submission of the portfolio
- Taking the lead on developing the accreditation report
- Providing the draft accreditation report to the program manager for review
- Submitting the report with the review team's recommendations to the Consortium Secretary
- Presenting the accreditation team recommendation and rationales to the Board of Directors at the annual meeting

The CPM program manager is responsible for:
- Knowing and understanding Consortium standards and requirements for CPM programs
- Providing required and requested information about the program by or before the due dates
- Working with the accreditation team leader to plan the site visit
- Ensuring that the team understands the program
- Reporting any changes after submission of the portfolio
- Reviewing the draft report promptly

1.6 Site Visit

A site visit is required for every accreditation review, whether initial or continuing.   At least one member of the accreditation team will personally visit the program requesting the review if possible. Travel costs incurred as a result of a site visit will be paid by the program requesting accreditation. If an in-person site visit is not reasonable as agreed to by the Secretary/Accreditation Chair, the visit may be done virtually.

1.6.1   Site visits are scheduled after the accreditation team has reviewed the program's CPM Portfolio and identified issues they want to explore further with the program. One member of the review team, usually the Chair, performs the site visit in accordance with the Site Visit Manual.

The program is responsible for the expenses of the site visit as outlined in the Site Visit Manual.

1.6.2   The Chair of the Accreditation Team is responsible for the accreditation final report. This report should include the completed Accreditation Review Checklist and the final Accreditation Report. The program is given an opportunity to respond to the team's draft report. The report is not final until the program has provided its response. When the report is final, the Accreditation Review Team Chair sends it to the Consortium Chair, Secretary, and Administrator.

1.6.3 Evaluation of the Accreditation Process. After the accreditation reports are acted on by the Consortium Board, the Secretary will send a short survey to the program and to each member of the accreditation team asking them to evaluate each team member and to evaluate the process.

1.7 Board of Directors Action on Programs Seeking Accreditation

1.7.1   The final report of the accreditation team's findings and recommendations will be submitted to the Board of Directors for their consideration at the next Annual or additional meeting. The action of the Board of Directors will be furnished in writing to the program within fifteen calendar days.

1.7.2 Awarding of Accreditation Certificates   Awards are presented by Consortium Chair and Accreditation Chair, at the Consortium Annual meeting as appropriate. Ideally awards would be presented in person to the program director or designee.

1.7.3   *Deferred Accreditation Status*
Continuing accreditation of an *Accredited* program may be deferred by action of the Board of the National Certified Public Manager® Consortium or by request of the program**.**

If the Consortium Board determines that a program has insufficient evidence that the program meets the accreditation standards and requirements and the Board determines that the concerns can be addressed and resolved within nine months, but are significant enough to preclude them from receiving accreditation status, the Board may defer its final decision and allow the program the opportunity to resubmit an updated program portfolio within 90 days describing the changes they have made or will make to come into compliance. Programs will receive feedback regarding the standards and requirements that have not been met.

If a program is not able to address and resolve the Board's concerns within nine months, the Consortium officers will work with the program to develop a proposal for Board consideration that preserves the integrity of the accreditation process and provides support for the program to continue or regroup.

An *Accredited* program may request *Deferred Accreditation* status by submitting a written request and a general improvement plan to the Board of Directors. *Deferred* status will be granted by a majority vote of the Board of Directors and shall last no longer than one year from the date of original action by the Board of Directors placing them in deferred status.

While on *Deferred* status, programs will be responsible for all applicable dues and fees, progress reports, and annual reports.   The program must complete an accreditation review with a positive recommendation before the Board will consider restoring the *Accredited* status.

At the end of one year, if the program has not been granted *Accredited* or *Deferred* status the program shall be terminated from the Consortium.

Deferred programs may not award the Certified Public Manager® designation.

1.7.4   *Inactive Status*
An *Accredited* program may be placed in *Inactive* status for cause by a vote of the Board of Directors or Executive council when authorized by the Board of Directors and given 90 days to come into compliance.

For cause includes, but is not limited to: lack of compliance with Consortium governing documents (i.e., the Constitution, Bylaws, Standard Operating Procedures) lack of continued accreditation, failure to maintain program standards.

Once placed in *Inactive* status, all of the program's membership rights are forfeited, including their accreditation status.

When in *Inactive Statue,* the "Certified Public Manager®" designation shall not be awarded until the program is accredited or reaccredited by vote of the Board of Directors.

After 90 days in *Inactive* status without coming into compliance, the program shall be terminated by a majority vote of the Board of Directors.

1.8 Annual Reporting of Continuous Improvement and Substantive Change

For a program to maintain its *Accredited* status the following criteria must be met:
- Payment of the NCPMC annual membership dues;
- Submission of their annual report to the NCPMC. This report must provide information on substantive changes in the program as well as data to support ongoing conformance.

1.8.1 Each accredited program is required to include the following in the Program Changes and Goals section of the annual report:
- Report on changes made in response to their last accreditation report, i.e., responses to areas for improvement
- Report on changes in program locations and/or modalities
- Changes in Director or other key positions

1.9 Accreditation Outside of the United States

1.10 Developmental Review & Special Reviews

1.10.1 Developmental Review

When an *Active* program has developed no more than 50 percent of its program, a Developmental Review to provide feedback regarding the strengths and weaknesses of the program may be requested in writing to the Board of Directors. The Consortium Chair will appoint a review team to conduct the Developmental Review. The review will be conducted using the same criteria as used in the accreditation process and will include a site visit. Travel costs incurred to conduct the site visit will be paid by the program requesting the review. An informal report of the findings and recommendations of the committee will be furnished to the requesting program and to the Consortium Chair and Administrator.

The Board of Directors may initiate a Developmental Review of an *Active* program if it appears there has been insufficient progress by a member to implement its program. The Consortium Chair will

appoint a review committee of at least three representatives of *Accredited* programs and will receive its findings and recommendations at the next meeting of the Board of Directors. Travel costs incurred to conduct the site visit will be paid by the program being reviewed. If this review is not completed because of a failure on the part of the program being reviewed to provide sufficient information for review, the membership status of the program will be assessed in accordance with Consortium requirements.

1.10.2 A Special Review of any program for cause may be conducted at any time at the request of a majority of the Board of Directors. The Chair will appoint a Special Review team consisting of not less than three representatives of accredited programs which will submit a report of findings and recommendations to the Board of Directors. The Consortium will fund site visits determined to be required for Special Reviews.

Section II
Administration

2.1 Annual Reports

Each Accredited and Active program is required to submit to the Consortium Administrator an annual report for the preceding calendar year. The Consortium Administrator will send announcements no later than 30 days prior to the due date with the timeline for submission of Annual Report in the first quarter of the calendar year. The current approved online format is found at https://app.box.com/s/3p1qyhl5tgdy7nl86w1jr3rmq0wbnb1i. The Executive Council will review the approved format annually to determine if any of the data gathered is no longer relevant or if additional data needs to be gathered to support Consortium initiatives.

2.2 Annual Budget Approval

The Administrator shall prepare and submit an Annual Operating Budget for the Board of Directors approval. Budget input shall be solicited from the Executive Council, Goal Team Leaders and Committee Chairs. The final proposed Annual Operating Budget should be reviewed and approved by the Executive Council no later than 30 days before the start of the Fiscal Year on July 1 and reviewed by the Board of Directors at the Annual Meeting.

2.3 Dues and Fees

2.3.1   *Membership Dues*

2.3.1.1   All Accredited, Active and Associate programs must pay annual membership dues upon receipt of invoice. Dues may be changed by the Board of Directors at the Annual Business Meeting, but shall not be retroactive.

2.3.1.2   Dues may be paid by check, purchase order, or electronic transfer and are not refundable, unless authorized by the Executive Council. Mail checks and purchase orders to P.O. Box 2133, Boise, Idaho, 83701.

2.3.1.3   Accredited and Active members failing to pay membership dues within 90 days of the date of the invoice are ineligible to vote or participate in an Annual Business Meeting or to receive an initial or continuing accreditation review until the dues are paid in full, including the current year and accreditation review fees. An official purchase order is acceptable for payment.

2.3.1.4   Associate programs failing to pay membership dues shall be ineligible for renewal of Associate status or for Active status until the dues are paid in full, including the current year. An official purchase order is acceptable for payment.

2.3.1.5 For programs with jurisdictions outside of the United States, payment of dues may be made by ACH wire transfer directly to the Consortium bank account.

2.3.2   *Meeting Fees*

2.3.2.1   The Executive Council may approve a Consortium meeting registration fee relative to the projected costs of meetings. Meeting fees may be invoiced and paid in advance or paid in person at the meeting.

2.3.2.2   Program representatives are expected to attend Annual Business Meetings at their own expense. Executive Council Members are expected to attend Annual Business Meetings at their own expense.

2.3.3   *Accreditation Fee*
2.3.3.1   Fees shall be charged by the Consortium for the Initial Accreditation Review, and each Continuing Accreditation Review. Initial Accreditation Fees are invoiced at the time of the request for the Initial Accreditation. Continuing Accreditation Fees are invoiced along with Annual Dues for the Operational Year in which the review is initially scheduled. Fees are due and payable to the National Certified Public Manager® Consortium upon receipt of invoice.

2.3.3.2   A program requesting a delay in their continuing accreditation is still responsible for paying the Continuing Accreditation Fee for the operational year in which it is invoiced.

2.3.3.3   Fees may be changed by the Board of Directors at the Annual Business Meeting, but shall not be retroactive.

2.3.3.4   Fees may be paid by check, purchase order, credit card or electronic transfer, and are not refundable, unless authorized by the Executive Council.   Mail checks and purchase orders to the Consortium's designated address.

2.3.3.5   A program requesting initial or continuing accreditation and failing to pay the required fee by the date of the annual meeting shall not be considered for accreditation at the annual meeting and cannot participate in an initial or continuing accreditation review until the arrears are paid in full.

2.3.3.6   Travel expenses for one committee member to conduct the site visit shall be paid by the member requesting an initial or continued accreditation review.

2.3.4   *Hardship Requests*
2.3.4.1   In instances where the Board of Directors approves a significant increase in dues/fees or unusual financial circumstances occur which create a financial hardship for a member program, the Executive Council may be authorized by the Board of Directors to approve a payment plan for the individual member program. *Flexible Payment Plan Request link in appendix*

2.4 Operational Year
The program and fiscal year for the Consortium shall be from I July to 30 June annually.

2.5 Conflict of Interest Policy
2.5.1   This Conflict of Interest Policy governs the activities of the board, staff, and volunteers of the National Certified Public Manager@ Consortium (NCPMC). Questions about the policy should be

directed to the Administrator or Consortium Chair. It is the duty of all board members, staff, and volunteers to be aware of this policy, and to identify conflicts of interest and situations that may result in the appearance of a conflict and to disclose those situations/conflicts/or potential conflicts to (i) the administrator, (ii) Chair of the Board, or other designated person, as appropriate. This policy provides guidelines for identifying conflicts, disclosing conflicts and procedures to be followed to assist NCPMC in managing conflicts of interest and situations that may result in the appearance of a conflict.

2.5.1.1   What is a conflict of interest? A conflict of interest arises when a board member, staff member, or volunteer has a personal interest that conflicts with the interests of NCPMC or arises in situations where a board/staff member/volunteer has divided loyalties (also known as a "duality of interest"). The former can result in situations that result in inappropriate financial gain to persons in authority at NCPMC which can lead to financial penalties and violations of IRS regulations. Similarly, situations or transactions arising out of a conflict of interest can result in either inappropriate financial gain or the appearance of a lack of integrity in NCPMC's decision-making process. Both results are damaging to NCPMC and are to be avoided.

- Example #1: a person in a position of authority over the NCPMC may benefit financially from a transaction between the Organization and the board/staff member/volunteer; or others closely associated with the board/staff member/volunteer may be affected financially. Family members, or their businesses, or other persons or the businesses of persons with whom the board/staff member is closely associated, could benefit from similar transactions.

- Example #2: A conflict of interest could be a direct or indirect financial interest such as those described above, or a personal interest such as the situation where a board member of NCPMC is also a board member of another nonprofit or for-profit entity with which NCPMC collaborates or conducts business.

2.5.1.2   Who might be affected by this policy? Typically, persons who are affected by a conflict of interest policy are the NCPMC board members, officers, staff, and volunteers. NCPMC takes a broad view of conflicts and board/staff/volunteers are urged to think of how a situation/transaction would appear to outside parties when identifying conflicts or possible conflicts of interest.

2.5.1.3   Disclosure of Conflicts. Board members and the staff will annually disclose and promptly update any disclosures previously made on an Annual Conflict Disclosure Form provided by the NCPMC that requests them to identify their interests that could give rise to conflicts of interest. *Annual Conflict Disclosure Form link in appendix*

Board and staff are also urged to disclose conflicts as they arise as well as to disclose those situations that are evolving that may result in a conflict of interest. Advance disclosure must occur so that a determination may be made as to the appropriate plan of action to manage the conflict. Staff should disclose to the Consortium Chair and board members should disclose to the

board/Consortium Chair as soon as they become aware that a conflict/potential conflict or appearance of a conflict exists.

2.5.1.4   Procedures to manage conflicts. For each interest disclosed, the full board, or the Administrator or the Consortium Chair, as appropriate, will determine whether the organization should: (a) take no action or (b) disclose the situation more broadly and invite discussion/resolution by the full board of what action to take, or (c) refrain from taking action and otherwise avoid the conflict. In most cases the broadest disclosure possible is advisable so that decision-makers can make informed decisions that are in the best interests of the organization.

- When the conflict involves a decision-maker, the person with the conflict ("interested party"): (a) must fully disclose the conflict to all other decision makers; (b) may not be involved in the decision of what action to take (e.g., may not participate in a vote) but may serve as a resource to provide other decision makers with needed information.

- In some cases, the person with the conflict may be asked to recuse him/herself from sensitive discussions so as not to unduly influence the discussion of the conflict.

- In all cases, decisions involving a conflict will be made only by disinterested persons.

- The fact that a conflict was managed and the outcome will be documented in the minutes of board meetings if the conflict was related to a board member, and reported by the Administrator/Consortium Chair /other appropriate committee of the board if the conflict was related to a staff member.

- The Consortium Chair/Administrator will monitor proposed or ongoing transactions of the organization (e.g., contracts with vendors and collaborations with third parties) for conflicts of interest and disclose them to the Board and staff, as appropriate, whether discovered before or after the transaction has occurred.

Section III
Leadership

3.1 Board of Directors, Executive Council & Officers
The body and leadership of the NCPMC are directed by the Constitution Article IV and Bylaws Article III and include a Board of Directors, Executive Council, Officers, and Administrator. The titles, terms of

office, how and when elected, structure, powers, duties, responsibilities, quorum and voting details of the body and leadership are outlined in the Constitution and Bylaws documents.
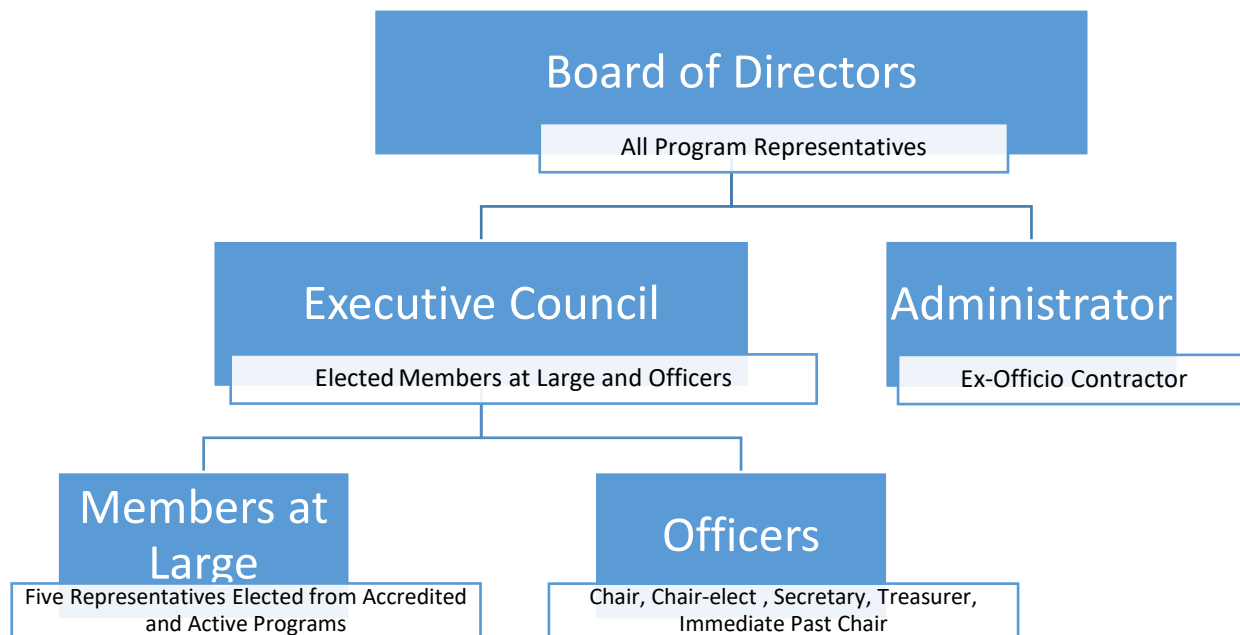
The Board of Directors guides the activities of the Consortium. An administrator works with the Board of Directors and Executive Council, and is contracted by the Board to conduct the day to day business of the organization. An elected Executive Council conducts the business of the Consortium at times other than meetings of the Board of Directors.

3.1.1   In addition to the duties and responsibilities of the board as listed in the Constitution and Bylaws documents, it is expected that board representatives will:
- Provide information, ideas and suggestions from the programs to the Board and communicate the activities and ideas of the Board to the member programs.
- Represent and promote the Consortium to the public sector by maintaining a working knowledge of the Consortium's operations and services.
- Represent the Consortium by identification as a Board representative and act as spokesperson for the work of the Consortium when attending regional, state, local and other meetings and conferences where Consortium representation is desirable.
- Assist the Consortium in identifying and procuring resources to achieve strategic objectives. *Strategic Plan (updated 7/2015) link in appendix.*
- Participate in and be knowledgeable about curricular, administrative and public policy issues affecting the Consortium.
- Elect and support individuals from among Board representatives to serve on the Executive Council.
- Support and assist the AACPM and other graduate groups in accomplishing their mission.

3.1.2   A directory listing the CPM programs, their accreditation status, representative names and contact information, and Executive Council members is regularly updated by the Consortium Administrator and published on SHARED RESOURCES ON WEBSITE Designated representatives shall be recorded with the Consortium Administrator, and in the event a representative changes the Consortium Administrator should immediately be notified.

3.2 Organizational Chart

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                    ┌─────────────────────────────────────┐
                    │          Board of Directors         │
                    │  ┌───────────────────────────────┐  │
                    │  │   All Program Representatives  │  │
                    │  └───────────────────────────────┘  │
                    └─────────────────────────────────────┘
                         │                         │
          ┌──────────────────────────┐   ┌──────────────────────────┐
          │     Executive Council    │   │        Administrator     │
          │ ┌──────────────────────┐ │   │ ┌──────────────────────┐ │
          │ │ Elected Members at   │ │   │ │  Ex-Officio Contractor│ │
          │ │  Large and Officers  │ │   │ └──────────────────────┘ │
          │ └──────────────────────┘ │   └──────────────────────────┘
          └──────────────────────────┘
              │                  │
    ┌──────────────────┐  ┌──────────────────┐
    │   Members at     │  │     Officers     │
    │     Large        │  │                  │
    │ ┌──────────────┐ │  │ ┌──────────────┐ │
    │ │ Five Repres. │ │  │ │Chair, Chair- │ │
    │ │ Elected from │ │  │ │elect, Secre- │ │
    │ │Accredited and│ │  │ │tary,Treasurer│ │
    │ │Active Programs│ │  │ │Immediate Past│ │
    │ └──────────────┘ │  │ │   Chair      │ │
    └──────────────────┘  │ └──────────────┘ │
                          └──────────────────┘
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3.3 Nominations and Elections

Voting for elected officers takes place electronically prior to the Annual Meeting of the Consortium. Prior to the Annual Meeting, the nominating committee will solicit nominations from the Board of Directors for the positions of Chair Elect, Secretary, Treasurer and Members-at-Large to replace those whose terms expire.

3.3.1 Notice of elections will be sent to the Board through the Administrator. Notice should include:

- Date of Annual meeting
- Positions of nominees
- Deadline to submit nominations
- General qualifications of candidates
- Obtain agreement from nominee for time commitment, meetings, travel, and expectations of position as listed in the Constitution and Bylaws documents
- Names and contact information of Nominating Committee chair and members
  Request for EC Nominations Sample link in appendix

The chair of the Nominating Committee and Administrator will create an electronic ballot which contains the nomination information, why candidate wishes to serve and brief bio and is distributed to the voting representatives in advance of the Annual Meeting. The ballots will be collected by the Administrator and a Certification of the Electronic Election will be submitted at the Annual Meeting.

3.4 Committees and Goal Teams

Committees are formed to address issues of strategic importance. Committee meetings are held throughout the year at the call of the Committee Chair or Chair of the NCPMC.

Committees may include standing committees, strategic goal committees, ad hoc committees, or task forces. Standing and strategic goal committees have long term goals and objectives. Task force and ad hoc committees are developed for one particular purpose, and are disbanded once their objective has been reached.

3.4.1   Each committee will be directed by a chair. The chair of a committee will be appointed for a one-year term.   The NCPMC Chair will appoint committee chairs at the beginning of his / her term. The current chair can be reappointed, or a new chair selected. Board representatives may be asked by the NCPMC Chair or Committee Chair to serve on one or more committees. Each committee should have at least one Member-at-Large assigned as chair or liaison to the Executive Council.

3.4.1.1 Committee Chairs have the responsibility to organize and conduct committee business, to include:
- consult with the NCPMC Chair or Executive Council for direction if needed
- review the committee charter and past minutes with committee members
- schedule and facilitate the committee meetings
- assign tasks to committee members
- prepare and submit a complete written report, using the standard format (below or here and below). This report is sent to the Administrator for inclusion in the Annual Meeting materials packet.
- attend the annual meeting to represent your committee
- provide committee updates to the Executive Council
- if significant actions are taken, create a report of actions to distribute to the Board of Directors through the Consortium Administrator.
  Committee/Goal Team/Task Force Report Template link in appendix
  Committee/Goal Team/Task Force Recommended Action Template link in appendix

3.4.1.2 Committee members have the responsibility to:
- actively participate in committee meetings
- accept and complete tasks as requested
- report findings in a timely manner to the Committee Chair
- participate in the writing, review and approval of minutes and recommendations to the board

3.5 Administrator Services for the National CPM Consortium
The National CPM Consortium requires the services of a part-time administrator to work with the Board of Directors and Executive Council to conduct the day to day business of the organization. The Administrator is contracted by the Board to provide the services specified in a Request for Proposal (RFP).

This section includes information on: the job description for the Administrator; the process for selecting a new administrator; and the process for evaluating the administrator annually.

3.5.1 *Job Description of Administrator*

The Administrator's job description is contained in the following : *Administrator Job Description link in appendix*

3.5.2 *Process for Obtaining Administrator Services*

The following process is used to obtain a new administrator:

- The Chair of the Consortium appoints a Search Committee and provides a charter approved by the Board that establishes the timeline, contract amount, and other guidance from the Board
- The Committee
    - Reviews the administrator's job description, the current administrator's contract, and previous RFPs
    - Develops a timeline for the process
    - Discusses possible options for meeting the administrative needs of the Consortium (e.g., contract with an individual part-time administrator, contract with a school/center/department that also hosts a CPM program, etc.) and compares the pros and cons of each option. *Administrator Recruitment – Sample contract options link in appendix*
    - Develops a Request for Proposals (RFP) and Draft Selection Guidelines for review by the Consortium Executive Council. *Administration Recruitment – Sample RFP link in appendix*
    - Develops a draft list of places to send the RFP once it is final
    - Sends the RFP to a list of organizations and individuals suggested by the Search Committee, Board members, etc. and to individuals/groups that had expressed an interest in bidding
    - Drafts questions for references and interview questions
    - Responds to questions from potential bidders and prepares and sends FAQs to all of the organizations and individuals who received the RFP. *Administrator Recruitment – Sample FAQ's link in appendix*
    - Reviews the proposals received to determine whether they were sufficiently responsive to the RFP to warrant interviews.
    - Notifies each of the responders by email of whether they will be interviewed or not. For those who will be interviewed, time blocks are provided for them to select from—first come, first served. They will also receive information about the technology that will be used for the interviews (e.g., Webex), and offered a dry run prior to the interview to make sure they don't have problems on the day of the interview. Interviews should be done face-to-face either in person or via technology that allows people to see each other.
    - Holds the interviews
    - Checks references of the interviewees

- Uses the RFP requirements, Selection Guidelines and information from references to evaluate each interviewee immediately after each interview and determine whether s/he should be a finalist
- Holds a Committee discussion after the interviews are completed to compare the interviewees and decide which to recommend to the Board.
- Develops a report to the Board with the Committee's recommendation, contingent on positive results of a background check, and requests a vote on the candidate, to be decided by a simple majority of those who vote.
- Once the Board approves a new administrator, the Chair of the Search Committee contacts each responder to notify them that they were/were not selected.
- Performs background check on selected administrator. (In 2012, the committee chose OneSource--recommended by the Human Resources administrators at University of Nebraska Omaha--to do the check and found them to be prompt and thorough.)
- Reports results of background check to Board.

- The Consortium Chair contacts the winning applicant and initiates contract negotiations.

3.5.3 Evaluating *the Administrator*
The Consortium Administrator will be evaluated annually by the Consortium Board.
The Chair of the Consortium will use a standard evaluation form to collect evaluations of the Administrator from Board members. The form will be provided to Board members as an online questionnaire (e.g., Survey Monkey) at least 45 days before the Consortium's Annual Meeting with a deadline of 30 days before the Annual Meeting. *Administrator Evaluation Format link in appendix*

The Officers will review the responses and develop a summary evaluation which they will share with the Executive Council and the Consortium Board before the Annual Meeting and will use to counsel the Administrator.

3.6 Strategic Planning

Strategic planning is a sustained process used to address issues of strategic importance that focus on and promote the mission of the National Certified Public Manager® Consortium.

3.6.1   At the beginning of the term of each NCPMC Chair, the Chair shall conduct a review of the Consortium strategic plan and strategic goals.

- Review should take place with the Executive Council's assistance.
- If it is determined that changes are needed, input should be solicited from the entire board so that the process is transparent and inclusive of all ideas.
- Final review and updates to the strategic plan should take place no later than the Midyear meeting.
- Updates and changes to the strategic goals should be outlined and goal teams, committees and task forces changed or created to accomplish these goals.
  Strategic Plan (Updated 7/2015 with Strategic Goals) link in appendix

3.7 Fellows Program

The Fellows Program is designed to benefit the Consortium by establishing a way to involve volunteer contributors who possess institutional knowledge, command specific expertise and have time to contribute. The Fellow designation is considered an honor bestowed on these volunteers.

3.7.1   A Fellow is a non-voting volunteer contributor to specific projects, studies, committees, etc. commissioned by the Consortium Board of Directors or the Executive Council. The Fellow should represent Consortium and CPM interests as a whole rather than the interests of one particular program.

A Fellow will meet the following criteria:
- Fellow is a prior Board representative, a current or former program faculty member, or a Certified Public Manager® who has demonstrated significant investment and contribution to the Consortium or commitment to the CPM concept.
- Former Board Representatives- serving a full or partial term on the Executive Council, serving two years or more as an active member of a committee, or possessing specific expertise needed by the Consortium.
- Current/Former Program Faculty or Certified Public Manager® - demonstrated commitment to CPM as determined by the program they serve and possessing specific expertise needed by the Consortium.

3.7.1.1 Selection: Fellows are nominated by a Board representative of the program the prospective Fellow is/was directly associated. The nomination is submitted via the Fellows Nomination Form. Final approval is granted by the Executive Council. The Executive Council is responsible for ensuring that the selection processes are equitable and transparent*. Fellows Nomination Form link in appendix*

3.7.1.2 How Fellows may contribute:

A CPM Consortium Fellow may:

- complete an accreditation review for which they were assigned to Chair prior to leaving their post as a Board representative, subject to approval from the Executive Council;
- participate in research, projects, standing or special committees, task forces, goal teams, as commissioned by the NCPMC Board or the Executive Council;
- help support struggling programs as a mentor;
- assist in outreach/marketing activities;
- serve as a member of an accreditation review team.

3.7.2. Fellows Agreement: With oversight of the Executive Council, an officer or committee chair may request a Fellow. The Working Agreement Form is signed by the Consortium Chair and the Fellow. This agreement includes details of the Fellow's role, duration of involvement, and any reimbursement arrangements. It is also agreed that:

- partners will work together in a coordinated fashion for the fulfillment of the project;
- In no way does the agreement restrict involved partners from participating in similar agreements with other individuals or organizations;
- Any reimbursement or financial encumbrances will be outlined explicitly and carried out by approval and procedures defined by the National Certified Public Manager® Consortium;
- Any product resulting from the work under the agreement will be the sole property of NCPMC;
- The agreement will be effective upon the signature of both partners.
- Any partner may terminate their participation in the agreement by providing written notice to the other partner. Fellow Working Agreement

3.7.3. Record Keeping: Copies of both Fellows Nomination Forms and Working Agreement Forms will be kept in the Consortium records. A report of the Fellows pool and a list of Fellows engaged in projects should be included in the annual and mid-year reports.

Section IV
Meetings

4.1 Annual Meeting

The purpose of the Annual Meeting of the Consortium is to provide the Board of Directors and the full NCPMC membership an opportunity to meet and conduct Consortium business.

The Board of Directors will meet at least once in each operational year. This business should include, but not be limited to:

- review of financial status
- recognizing new member programs
- review or amend the Constitution and/or Bylaws
- assign tasks and responsibilities for any special committee work identified during the course of the meeting
- discuss any new business brought before the Board and conduct voting as necessary
- conduct an orientation for new Board representatives
- review and approval of initial and continuing accreditations
  Meeting Minutes Template
  Meeting Minutes – Tips for Preparation

4.3 Executive Council Meetings

The Executive Council will meet periodically at the call of the Chair to conduct regular business as well as business that may require special or immediate attention. Records of such meetings will be kept in accordance with Section 4.7.2.

All Executive Council Meetings be announced to the Board in advance along with a copy of the Agenda. Board members will be encouraged to participate in the meeting or contact EC members on topics of interest.

4.4 Special Meetings

Additional meetings of the Board of Directors may be called by the Chair or by call of a simple majority of the Executive Council and are intended for meetings of the Board of Directors to conduct urgent or unfinished business beyond the scope of the Executive Council.

4.5 Committee, Goal Team and Task Force Meetings

4.5.1   The primary purpose of committees is to consider and recommend actions and propose policies in the functional areas under their jurisdictions, subject to final approval by the Executive Council or Board of Directors. Their work is ongoing and continuous. They shall meet regularly throughout the year or with a level of frequency as deemed appropriate by the committee or chair.

4.5.2   Goal Teams are formed to address issues of tactical importance, primarily goals identified in the Consortium's strategic plan, which are, in turn, tied to the budget of the NCPMC. Strategic Plan (Updated 7/2015 with Strategic Goals)

4.5.3   Task forces shall be comprised of individuals, selected by the NCPMC Chair in consultation with the Executive Council. With guidance from the Executive Council, the NCPMC Chair determines the specific activities and goals the task group is convened to achieve, and when that work is to be completed. Task forces are created to support the work of the Consortium, and address a topic of immediate concern that is not of an ongoing nature or part of a committee or goal team's current responsibility.

4.6 Accreditation and Accreditation Team Meetings
Accreditation-related meetings shall also adhere to the meeting policy and procedure as outlined in this section of the SOPs.

4.7 Other
4.7.1   *Governing Rules of Order and Procedure for Board of Directors Meetings*
The rules contained in the most recent edition of *Democratic Rules of Order*: "Easy-to-use rules for meetings of any size" shall govern in all cases to conduct meetings of the Consortium unless other rules of order or procedures are adopted by the Board of Directors.

The chair of the Governance Committee, or designee, shall serve as Parliamentarian at the Annual & Midyear Meetings.
> ***4.7.1.1*** Democratic Rules of Order *Guides and Tips*
> Hard copies and electronic copies of the most recent edition of *Democratic Rules of Order*: "Easy-to-use rules for meetings of any size" are available for order on the book's website.
>
> There is also a free abridged version of the *Democratic Rules*, which is available by clicking here. Additionally, there are a number of free resources available to help NCPMC representatives understand these rules of order while conducting a meeting of the Consortium:
>
> > For a summary of the *Democratic Rules*, click here.
> > For a flow chart guide on the *Democratic Rules*, click here.
> > For tips on running a successful meeting, please click here.
>
> For those interested in learning even more about these rules of order and how they may differ from more conventional procedures, please visit the book's website.

4.7.2   *Recordkeeping and Reporting*
> **4.7.2.1**   Accurate meeting minutes shall only be taken at the Annual and additional meetings of the Board of Directors. The minutes are not intended to be a record of discussions. The minutes provide a record of the actions taken and serve as evidence that the actions were taken according to the NCPMC constitution and bylaws. If no action is taken, no minutes (other than a record that the meeting occurred) are necessary. Minutes should be limited to the following:

- A record of what was considered and accomplished at the meetings, not a record of conversations, reports and work assignments
- They should not include sidebar conversations, if they occur
- They should indicate the place, date and time of the meeting and the names of all participants at the meeting, including persons arriving late or leaving early and special guests

The Secretary will oversee and advise an appointed recorder in the preparation of records of the Annual and Special Business Meetings and oversee their distribution, as appropriate.

Draft minutes should be distributed for review and final approval as timely as possible. Minutes should be approved within 60 calendar days of the meeting to ensure their accuracy. Drafts of minutes, notes and audio or video recordings should not be retained in the organization's files once the minutes are approved.

4.7.2.2 Meetings Summaries will be maintained at all meetings of the Executive Council. Meeting summaries are intended to capture points of importance to the work of the Consortium. They should include the following:
- The purpose and objective of the meeting
- The participants and guests
- What was achieved or accomplished in support of the purpose and objective
- How individual/group assignments were assigned and distributed
- Who is responsible for various items and task
- Detail future meeting follow up

4.7.2.3 Committees, Goal Teams and Task Force Chairs have the responsibility of providing oral and written summary reports (Committee/Goal Team/Task Force Report Template) to either the Board of Directors or the Executive Council which should include:
- objectives/accomplishments of the group
- recommendations
- identify new issues to add to the committee agenda
- get approval from the board on completed proposals/recommendations

The complete written report is sent to the Administrator for inclusion in the Annual Meeting materials. Additionally, the group should also provide opportunity to collect input/feedback from the board or the executive council.

4.7.3 *Electronic Voting & Ratification*
The Consortium's Constitution and Bylaws provide for Electronic Voting by the Board of Directors on matters which require the Board's approval outside of the Annual Business Meeting.

The following procedure shall be used for conducting an electronic vote:
- Voting members are the primary designated representative of each Accredited and Active CPM program as of the date the voting materials are distributed

- Complete information about the issue being voted upon will be provided by the Consortium Administrator to each voting member along with the electronic ballot.
- In the case of an amendment to the Constitution or the Bylaws, the Board of Directors will have a 30-day notice in advance of the voting due date to review all of the material and ask questions of the Executive Council or other Board representatives.
- Electronic Ballots will be returned within the specified time period to the Administrator. Late ballots will not be accepted.
- The Administrator will tally all of the votes and provide a detailed summary to the Executive Council
- The detailed summary and a copy of each ballot submitted will be posted on shared resources on website under Electronic Votes
- The Consortium Secretary will review the detailed summary and each of the ballots.
- The Executive Council will review the detailed summary and ratify the results of the Electronic Vote.
- The Consortium Secretary will sign a Certification of Electronic Vote to go into the Consortium's permanent records.

4.8   Selection of Consortium Annual Meeting Sites

It is the Board's intent to alternate the sites of the meetings so they are distributed across the United States.

4.8.1   Soliciting Bids for Consortium Meetings

It is the Administrator's responsibility to solicit bids from local hotels for meeting space and hotel accommodations for the Consortium. The Consortium has a standard "Request for Proposal" Template which contains the specific requirements for meeting space, AV, food and beverage and hotel room nights. The host program should complete the template as indicated and distribute it to local hotels with the capacity to meet the Consortium's needs. (Tip: Check with your local Tourism Authority or Chamber of Commerce. They may have a system for distributing RFP's and collecting the responses for you.) A minimum of three proposals are requested.

RFP for Consortium Annual Meeting Template link in Appendix

All responses to the RFP's should be forwarded review and to the Executive Council. The Administrator or Host Program Representative may be requested to visit the top choices to confirm that the meeting space is adequate for the Consortium's needs. Please include any personal knowledge and recommendations your program may have about the various hotels, ie convenience to restaurants and other attractions, transportation, quality of the facility, etc. The Executive Council will make the final selection of the hotel. The Consortium Administrator will notify the selected hotel, conduct the negotiations, and execute the final contract.

TIMING OF THE RFP PROCESS

Section V
Membership

5.1 Application for Membership & Membership Status

Programs that have a substantial commitment to the purpose of the National Certified Public Manager® Consortium, and which have established a development plan leading to the Certified Public Manager® designation will be considered for membership. Membership does not automatically grant accreditation.

Programs for individual states of the United States of America and its Territories, quasi-governmental organizations, organizations with a public purpose, and other designated programs may be considered for admission into the National Certified Public Manager® Consortium.

Each member program obligates itself to abide by the standards set by the National Certified Public Manager® Consortium for awarding of the Certified Public Manager® designation and to contribute actively to the collaborative effort to improve the available resources and techniques for the Certified Public Manager® training.

The Consortium recognizes the potential for admission requests from other entities and will consider such on a case by case basis.

5.1.1 *Approved Jurisdictions*
There will be only one recognized Certified Public Manager® program in each approved jurisdiction. A jurisdiction is a state or territory within the United States of America unless the Board of Directors approves a different jurisdiction. Consequently, programs will agree not to admit candidates from other approved jurisdictions that have recognized Certified Public Manager® Programs unless there is a written agreement between the jurisdictions in advance. This shall apply to all learning modalities. Sample Cooperative Agreement

5.1.2 **Delivery of training outside a program's approved jurisdiction**
Each CPM Program has an approved jurisdiction in which it is authorized to provide CPM training and confer the CPM credential. A CPM Program contemplating the delivery of CPM training or conferring

the CPM credential outside its approved jurisdiction, including outside the United States or US territories, shall seek approval from the NCPMC Board of Directors as specified in this subsection.

5.1.2.1 Eligibility for Delivery Outside Approved Jurisdiction

Accredited CPM programs may provide CPM training and confer the CPM credential outside their approved jurisdiction, after obtaining approval from the NCPMC Board of Directors. Associate programs and active programs may not provide CPM training outside their approved jurisdiction. Associate programs and active programs may not confer the CPM credential in any jurisdiction.

5.1.2.2 Application and Approval Required for Delivery Outside Approved Jurisdiction

Accredited programs planning to provide CPM training or confer the CPM credential outside their approved jurisdiction, may not do so until the NCPMC Board of Directors has granted approval. Accredited programs planning to provide CPM training or confer the CPM credential outside their approved jurisdiction shall submit an application to the Administrator for initial review by the Executive Council.

5.1.2.3 Application Contents

The application shall include the following information:

1. A description of the jurisdiction in which the program proposes to provide CPM training and/or confer the CPM credential. It is expected that in most cases the proposed jurisdiction will be a single state or territory (if within the US or US territories) or a single nation (if outside the US or US territories). However:
    - In its application, the program must demonstrate that it has the resources and capability to serve the entire proposed jurisdiction. Attachments Page 80 of 229. ATTACH K2 Proposed Policy for Delivery Outside a Program's Approved Jurisdiction Date of revision: 9/4/15
    - If the program cannot demonstrate that it has the necessary resources and capability to serve the entire proposed jurisdiction, then it must propose a more limited jurisdiction. In the case of proposed delivery within a very small nation, the program may determine that a single-nation jurisdiction will not be financially viable and may wish to propose a jurisdiction consisting of multiple small nations within a given region. In this case:
    - In its application, the program must demonstrate that a single-nation jurisdiction is not financially viable.
    - It must also demonstrate that it has the necessary resources and capability to serve the multi-nation jurisdiction.

2. A narrative statement explaining the rationale for providing CPM training in the jurisdiction.

3. A description of the constituency the program plans to serve in the jurisdiction.

4. A description of the member organization's experience within the jurisdiction.

5. A list of higher education, governmental, and other organizations the member will be cooperating with in providing CPM training in the jurisdiction.

6. A description of the resources available for program startup and continued sustainability within the jurisdiction.

7. If the training will be delivered in a language other than English, a description of the process to be used to ensure program quality.

8. If the proposed jurisdiction is outside the US and US territories, a statement describing how the program will address issues related to cultural translation.

9. If the proposed jurisdiction is outside the US and US territories, a statement describing how the program will comply with NCPMC policy regarding intellectual property protection outside the US, as specified in 6.5.

10. The target date for commencing CPM training in the jurisdiction.

11. A check for the first year dues supplement as specified in 2.3.1.5.

5.1.2.4 Approval Process

Upon receipt of the application the Administrator will determine if it is complete. If it is complete it will be forwarded to the Executive Council for further review. If it is incomplete, the Administrator will notify the applicant of the missing item(s).

Once the Administrator has verified that the application is complete, the Executive Council will review the request to ensure that the request meets the following criteria:

- There is no conflict with a program already approved to provide CPM training the proposed jurisdiction.

- The program has clearly demonstrated that it has the capacity to serve the proposed jurisdiction.

- The program has effective plans for addressing issues related to language and/or cultural translation if the proposed jurisdiction is outside the US or if the program plans to serve a non-English speaking population within the US or US territories.

- The program has an adequate plan for complying with the NCPMC policy regarding intellectual property, as specified in 6.5, if the proposed jurisdiction is outside the US or US territories.

If the Executive Council determines that the request fails to meet one or more of the necessary criteria, the chair will communicate the deficiencies to the program and request clarification or amendments to the request.

Once the Executive Council has determined that the request meets the above listed criteria, it will forward the proposal to the Board of Directors for a vote.

Upon a majority vote of the Board of Directors the program will be authorized to provide CPM training and confer the CPM credential within the jurisdiction described in the request, provided that the program is in compliance with the NCPMC policy regarding intellectual property outside the US, as specified in 6.5, if applicable.

5.2 Application Process

To apply for membership, programs must complete the application form (*Membership Application link in appendix*). Submission instructions are included with the application. Applicants must agree to the National Certified Public Manager® Consortium *Statement of Professional Responsibility link in appendix.*

Addendum to Membership Application will be required by programs wishing to expand into jurisdictions outside the US or US territories. *Significant Change Request link in appendix*

Membership applications are reviewed and voted on by the Board of Directors or the Executive Council, as designated in the governing documents.

Payment of the first year's fees and dues must be included with a submitted application. (The payment will not be processed until the application has been approved; payment will be returned if the application is deferred or denied.)

5.2.1 *Associate*

Associate status may be requested in writing by an eligible entity with an interest in establishing a Certified Public Manager® program. *Associate* status will be granted upon favorable action by the Executive Council. *Sample Letter Requesting Associate Status; Membership Application links in Appendix*

Associate programs have an interest in establishing a Certified Public Manager® program but have yet to meet the criteria for *Active* status. *Associate* status will be granted for a two-year period and may be renewed once for one year by approval of the Executive Council upon written application.

Associate programs may not award the Certified Public Manager® designation.

5.2.2 *Active*

Organizations with *Associate* status that have secured support for a proposed Certified Public Manager® program may request *Active* status in writing to the Consortium Board. *Active* status programs are developing their programs for accreditation.
Active Status Request Sample Letter link in appendix

Active Status Supporting Sample Letter link in appendix

Active status will be granted for a two year period and may be renewed once for an additional one year pending approval of the Board of Directors. The application must include a letter from the governor, university president, chancellor or other appropriate governing official which demonstrates support for the proposed program. *Active* status will be granted upon a majority vote of the *Accredited* and *Active* programs of the Board of Directors.

Active status programs may not award the Certified Public Manager® designation.

5.2.3 *Accredited*
Accredited programs have been awarded *Accredited* status by the National Certified Public Manager® Consortium. Accreditation is granted for a six-year period as long as the program remains in compliance.

A written request is required from a program in *Active* status for an initial accreditation review or from an *Accredited* program for a continuing accreditation review.
Sample Request for Initial Accreditation link in appendix
Sample Request Continuing Accreditation link in appendix

5.2.4 *Deferred Accreditation Status*
Continuing accreditation of an *Accredited* program may be deferred by action of the Board of the National Certified Public Manager® Consortium or by request of the program.

If a continuing accreditation review results in a finding by the review team that a program does not meet the accreditation standards, the Consortium Board may consider *Deferred* Status. Programs will receive feedback regarding the standard/s that have not been met.

If the Consortium Board determines that a program has insufficient evidence that the program meets the accreditation standards and requirements and the Board determines that the concerns can be addressed and resolved within nine months, but are significant enough to preclude them from receiving accreditation status, the Board may defer its final decision and allow the program the opportunity to resubmit an updated program portfolio within 90 days describing the changes they have made or will make to come into compliance. Programs will receive feedback regarding the standards and requirements that have not been met.

If a program is not able to address and resolve the Board's concerns within nine months, the Consortium officers will work with the program to develop a proposal for Board consideration that preserves the integrity of the accreditation process and provides support for the program to continue or regroup.

An *Accredited* program may request *Deferred Accreditation* status by submitting a written request and a general improvement plan to the Board of Directors. *Deferred* status will be granted by a majority vote of the Board of Directors and shall last no longer than one year.

While on *Deferred* status, programs will be responsible for all applicable dues and fees, progress reports, and annual reports.   The program must complete an accreditation review with a positive recommendation before the Board will consider restoring the *Accredited* status.

At the end of one year, if the program has not been granted *Accredited* status the program shall be terminated from the Consortium

Deferred status programs may not award the Certified Public Manager® designation.

5.2.5 *Inactive Status*

A program may be placed on *Inactive* status and given 90 days to come into compliance by a vote of the Board of Directors or Executive Council for non-payment of fees, non-attendance at annual meetings, lack of continued accreditation, failure to maintain program standards or lack of graduates, or other lack of compliance according to Consortium governing documents. After 90 days an *Inactive* program which has not come into compliance may be terminated by a majority vote of the Board of Directors. Two years of nonattendance at an Annual Meeting (unless stipulated by external travel bans or restrictions preventing attendance) constitutes as egregious lack of concern for the board and the Consortium Policies and Procedures

Upon a written request for *Inactive* Status by the *Accredited* program and approval by the Board of Directors, the chair shall send a letter to the program specifying that:
> *the program granted Inactive status shall not award the Certified Public Manager® designation to any program participant from the date of the approval of Inactive status except to those who completed all program requirements while the program was fully accredited and in good standing. The program shall be notified by letter of the action of the Board of Directors.*

Inactive programs may not award the Certified Public Manager® designation.

5.3 Membership Withdrawal

A program may voluntarily withdraw from the National Certified Public Manager® Consortium at any time. The notification should be submitted in writing and signed by the Director of the Certified Public Manager® Program and agency head or other appropriate administrative official. If an accredited program chooses to withdraw from the National Certified Public Manager® Consortium, the Board of Directors will withdraw its accreditation status immediately.

When a program withdraws from the Consortium the needs of the current participants will be reviewed by the Executive Council, who will recommend the next steps.

Withdrawal from the Consortium means that there is no Certified Public Manager® program in that approved jurisdiction and the Consortium will consider membership applications from qualified organizations.

5.4 Termination of Membership

The Board of Directors may terminate a program from the Consortium for lack of compliance with Consortium governing documents. Notice of termination will be made in writing by the Chair of the Consortium to the Director of the Certified Public Manager® Program and the official representative.

Termination from the Consortium means that there is no Certified Public Manager® program in that approved jurisdiction and the Consortium will consider membership applications from qualified organizations.

5.4 Significant Change Request

NCPMC requires that Significant Changes to or deviations from approved programs be presented to the Consortium for prior review and approval in order for them to be included within the scope of a program's accreditation. Significant Changes are determined to be new additional location or branch site (domestic or international); relocation or reclassification of an existing site or relocation of existing additional location or branch site. *Significant Change Request link in appendix*

5.4.1 Context

Initial Accreditation or the Reaffirmation of Accreditation is granted to cover a CPM Program as it exists at the time of evaluation. NCPMC requires that Significant Changes to or deviations from approved programs be presented to the Consortium for prior review and approval in order for them to be included within the scope of a program's accreditation.

5.4.2 Terms

Additional Location: A facility that is geographically apart from the main location of a program where a student can take at least 50% of the CPM courses.

Branch Site: A location that is geographically apart and independent from the main location of a program. The branch site is considered independent if it is permanent; offers more than 50% of the courses in the CPM program leading to a certificate; has its own instructors and administrative or supervisory organization; and has its own budgetary and hiring authority.

5.4.3 Key Questions

Requests for approval of Significant Change must contain sufficient evidence to assure peer reviewers of the program's continuing compliance with all relevant Consortium Standards. Specifically, peer reviewers evaluate the following:
- What is the program's rationale for this Significant Change?
- How does the proposed Significant Change align with program mission and goals?
- Who are the intended constituencies for this change and will they be served effectively?
- Does the program demonstrate the capacity to manage and operate following this Significant Change?

- Are the necessary resources – in terms of budget, facilities, instructors, and student services – in place for this change?
- How is student achievement assessed for the programs proposed as part of this change?

5.4.4 Submission Procedures

Requests should be <u>succinct and analytical</u>, not only presenting information but explaining how that information demonstrates that the program, including the proposed Significant Change, will continue to comply with all relevant Consortium Standards. Attachments should be included only if they are referenced within the text of the request. The ideal request provides all necessary information without overwhelming volunteer peer reviewers.   Please consult with NCPMC staff if you are unsure as to how to proceed.

To be considered by the Consortium, a request must be submitted **on time**, must be **complete**, must be **signed**, and must include **all of the following components**:
- Completed Significant Change Request Form
- Approvals (from domestic and/or international site)
- Overview of Program's Approved Additional Locations and Branch Sites
- All applicable attachments

Once the request is completed, you may delete the instructions and save the request as a new file. Please include your program's name in the new filename. A request must be submitted as an electronic file attachment in an e-mail addressed to the Consortium Administrator. File attachments may be in MSWord, Excel, or PDF format.

Section VI
INTELLECTUAL PROPERTY

6.1. *Logo Guidelines adopted by the NCPMC Board of Directors on June 16, 2015*

The logos of the National Certified Public Manager® Consortium are the property of the Consortium and use of the wordmark "Certified Public Manager®", the new logo and the lapel pin design are protected under US copyright and trademark law.

6.1.1 *Authorized Users*
The following organizations and individuals are authorized to use the logo because of their status as a Consortium member or alumni of a Consortium member program:

6.1.1.1 Organizations sponsoring a Consortium accredited program and those in active status are authorized to use the logo in their program name and in print materials, electronic displays and transmissions, certificates, supplies, and other items used in the marketing and operation of their programs.

6.1.1.2 Organizations in associate status are authorized to use the logo in communications describing their prospective program for the purposes of gaining support and authorization for implementing their program and progressing to active status.

6.1.1.3 All persons who successfully complete a Consortium accredited program are authorized to use lapel pin logo on print materials, electronic displays and transmissions, supplies, and other items denoting their designation as a "Certified Public Manager®."

6.1.1.4 Other entities licensed by the Consortium may request to use the logo for specified purposes, which will be reviewed and authorized by the Executive Council.

6.1.2 *Authorized Uses*
6.1.2.1 The logo may be used on official, program-generated CPM correspondence and marketing material;

6.1.2.2 Preserve the artistic integrity of the logo by reducing and enlarging the size of the logo using aspect ratios to avoid stretching or squeezing the logo;

6.1.2.3 Do not change the color of the logo other than the four authorized versions;

6.1.2.4 Do not rotate the logo;

6.1.2.5 Allow for ample clear space around the logo and do not allow images or typography to encroach upon the clear space surrounding the logo.

6.1.2.6 The registered trademark must be formatted in superscript and visible when using the words "Certified Public Manager®" or the authorized logo and lapel pin.

6.1.2.7 The logo letters "CPM" must always be used in a color box.

6.1.2.8. Stationery and letterhead are reserved for use by the Consortium administrators and Executive Board. Authorized users may use the logo as a secondary logo on their existing letterhead as a credential.

6.1.2.9 The logo should never look pixelated or fuzzy in print. Use only PDF, Tiff or EPS in print documents.

6.1.3 *Guidelines*

The graphic components of the Consortium's signature logo system include:

- The trademarked "word mark" Certified Public Manager®, the color blue as outlined below, the letters CPM in a box, the lines above and below Certified Public Manager® in the logo, the text is formatted using Trajan Pro.
- The Consortium wordmark is an adjusted letterform of the name "Certified Public Manager®". It cannot be replicated through typesetting.
- Organizations using the lapel pin may add their organization name to the pin as long as it conforms to the following:
  - Organization logo and text must be black or white
  - It should be sized to the same width as the Certified Public Manager text.
  - Spacing above the logo, should be the same as the Certified Public Manager text from the border.
  - Organization logo text should be no less than 1/8" from the CPM box.
  -

6.2 *Online Store*

The Consortium seeks increased brand visibility for CPM.

The Consortium Administrator shall establish and maintain the online store and be responsible for:

6.2.1 Authorizing interested CPM programs to utilize CPM logos and merchandise as set forth in these SOPs.

6.2.2 Authorizing CPM graduates to purchase selected CPM logo merchandise.

6.2.3 Authorizing a vendor web hosting service to maintain the online store website for the purpose of displaying, accepting and shipping logoed merchandise orders, accepting payment for logoed merchandise and regularly remitting payment to the consortium for the logo usage. The Administrator shall also establish, the fee for use of each logoed merchandise sold by the vendor.

6.2.3.1 The online store vendor selected by the Consortium Administrator shall provide: (i) security for personal information, best practices for secure e-commerce, cybersecurity and insurance sufficient to identify and hold harmless the Consortium from any breaches, (ii) a domain name to redirect and give the CPM store a distinct URL, (iii) a personal app store, SSL security, unlimited server bandwidth and a custom mobile template, (iv) traffic analytics, (v) major payment gateways including, but not limited to: PayPal, credit cards, checks and money orders, (vi) store deployment and launch, and, (vii) other features and security protections the Administrator deems necessary.

6.2.3.2 The Consortium Administrator shall establish an account to accept online payments.

6.3 Service Mark and General Usage Guidelines

"Certified Public Manager" is a registered service mark of the National Certified Public Manager® Consortium, issued by the United States Patent and Trademark Office on 9 September 2003 and renewed 3 November 2008 (Registration #2,760,841).

The Consortium and all Licensed users are required to use the symbol ® following Certified Public Manager® in all print materials. Damages against an infringer will be much more difficult to obtain if the ® symbol is not used, and should be used consistently by the Consortium and all license holders. The AACPM and the Consortium are also authorized to write "Registered in the U.S. Patent and Trademark Office" or "Reg. U.S. Pat & Tm Office" on materials.

The letters "CPM", however, are not registered or protected in any fashion and should not have the ® symbol associated.

By protecting "certified public manager" with the "®" the credibility of the CPM credential each graduate of an accredited CPM program earns is ensured via the accreditation and continuing accreditation standards of the Consortium.

6.3.1 *Capitalization*
All references to Certified Public Manager® shall include the registered mark after the word Manager. The first letter of each word shall be capitalized.

6.3.2 *Service Mark Guidelines adopted by the NCPMC Board of Directors on 2/20/13*
"Certified Public Manager" is a registered service mark of the National Certified Public Manager® Consortium, issued by the United States Patent and Trademark Office on 9 September 2003 (Registration #2,760,841).

Other organizations or individuals may be licensed to use the service mark only after executing a written license provided by the Consortium (hereinafter the "Consortium License Agreement") similar in form to the license agreement shown at Exhibit X and according to the provisions of this section. These provisions are intended to:

1. Protect the Consortium's intellectual property in the service mark, and
2. Facilitate and maintain beneficial relationships among the Consortium, its member programs, and their graduates.

6.3.2.1 Authorized Users
The following organizations and individuals may be authorized to use the service mark because of their status as a Consortium member or alumni of a Consortium member program:

1. Organizations sponsoring a Consortium accredited program and those in active status are authorized to use the service mark in their program name and in print materials, electronic displays and transmissions, supplies, and other items used in the marketing and operation of their programs.
2. Organizations in associate status are authorized to use the service mark in communications describing their prospective program for the purposes of gaining support and authorization for implementing their program and progressing to active status.
3. All persons who successfully complete a Consortium accredited program are authorized to use the service mark on print materials, electronic displays and transmissions, supplies, and other items denoting their designation as a "Certified Public Manager®."

In many jurisdictions, persons who have successfully completed a Consortium accredited program have formed or may form organizations (referred to herein as "CPM alumni societies") committed to promoting the continued professional development of its members beyond completion of the

CPM Program. These organizations may be licensed to use the service mark only after signing the Consortium License Agreement and according to the following provisions:

1. No CPM alumni society will use the service mark except according to the terms of the Consortium License Agreement approved by the governing board of the CPM alumni society and signed by the authorized person.
2. The Consortium will license the use of the service mark by only one state or regional CPM alumni society serving members within a member CPM program's geographic service area.
3. The Consortium will license the use of the service mark by only one national CPM alumni society serving members in CPM programs' geographic service areas and accepting state or regional CPM alumni societies as affiliate organizations.
4. State or regional CPM alumni societies which are affiliates of the national CPM alumni society will be licensed to use the service mark under the terms of the Consortium License Agreement signed by the national CPM alumni society.
5. State or regional CPM alumni societies which are not affiliated with the national CPM alumni society will be licensed to use the service mark only after signing the Consortium License Agreement.
6. The process for the Consortium to enter into a License Agreement with a state or regional CPM alumni society is outlined in the following section.

All organizations and individuals licensed to use the service mark will do so in accordance with usage and annual monitoring/reporting guidelines provided by the Consortium. These guidelines will assist licensed users in properly using the ® symbol or the phrases "Registered in the U.S. Patent and Trademark Office" or "Reg. U.S. Pat & Tm Office" when displaying the service mark in order to protect the service mark from infringement by unlicensed users.

Protecting the phrase "Certified Public Manager," ensures the credibility of the CPM credential earned by each graduate of an accredited CPM program via the accreditation and continuing accreditation standards of the Consortium. All licensed users of the service mark have an obligation to report any improper or unlicensed usage of the service mark to the Consortium Chair and/or Consortium Administrator.

6.3.3 Authorization Process for State or Regional CPM Alumni Societies
It is the intent of this process to ensure that any CPM alumni society licensed to use the service mark has as its primary purpose the continued professional development of graduates of Consortium member CPM programs and is financially and operationally viable.

6.3.3.1. Prospective Societies
This process assumes that a prospective CPM alumni society will want to be licensed to use the service mark phrase "Certified Public Manager®" in its name and will, therefore, need to begin the approval process prior to its actual incorporation. In this case, the application for a license to use the service mark will require a two-step process.

Step 1: Initial request for licensing

1. The board or committee of the prospective CPM alumni society will notify the director of the CPM program serving the society's geographic area of their intent to request a license to use the service mark.
2. The CPM program director and/or other CPM program staff will assist the prospective CPM alumni society in preparing its application.
3. The board or committee of the prospective CPM alumni society will submit a letter of application to the Consortium Chair. The letter of application shall include:
   a. A request for a license to use the service mark,
   b. The proposed name of the organization, and
   c. A narrative description of the society's purpose.

The letter shall also include a number of supporting documents:
   d. Proposed constitution and bylaws, which address:
      i. Statement of purpose,
      ii. Membership categories, qualifications, terms, and dues,
      iii. Organization administration, including executive board, officers and their responsibilities, election or appointment process, and governing structure including any committees,
      iv. Proposed meeting schedule,
      v. Method of amendment,
      vi. Dissolution clause, and
      vii. Any other requirements of the organization's state of incorporation.
   e. List of officers and members, with contact information:
      i. Name,
      ii. Title (if officer),
      iii. Phone number,
      iv. Email address, and
      v. Mailing address.
   f. Evidence of eligibility for incorporation, such as a copy of the organization's application for incorporation and supporting documentation,
   g. Evidence of eligibility for tax exempt status, such as a copy of the organization's application for tax exempt status and supporting documentation,
   h. Evidence of financial viability, and
   i. A letter in support of the application from one or more members of the Board of Directors from the geographic area served by the prospective CPM alumni society and the CPM program director or other staff member who assisted in preparation of its application. This letter of support must verify that the application is complete and includes all required supporting documentation.

4. Upon receiving the letter of application and supporting documents, the Consortium Chair will make a copy of the application and all supporting materials available to the members of the Executive Council for their review.

5. Upon a majority vote of the Executive Council in favor of authorization, the Consortium Chair will issue a letter expressing the Consortium's intent to enter into a License Agreement with the organization after incorporation, provided that the final

submission of information confirms that the organization continues to meet the requirements for a license.

Step 2: Final submission and authorization
1. Within 12 months of approval of its initial submission, the CPM alumni society must complete its incorporation and secure tax exempt status.
2. After the CPM alumni society has completed its incorporation and secured tax exempt status, the chair or other responsible official of the organization will submit a letter to the Consortium Chair notifying him or her of its incorporation. The letter of notice shall include:
    a. Evidence of incorporation issued by the appropriate authority,
    b. Evidence of tax exempt status issued by the appropriate authority,
    c. Final constitution and bylaws, clearly noting any changes from the initial submission,
    d. List of officers and members, with contact information, clearly noting any changes from the initial submission, and
    e. A letter in support of the final submission from the person or persons who signed the letter supporting the initial application, certifying that to their knowledge no other incorporated state or regional CPM alumni society within the same geographic service area is currently licensed to use the service mark. This letter will also verify that the person or persons who signed the letter supporting the initial application reviewed the final submission and that the changes, if any, have not diminished their support.
3. Upon receipt of the final submission the chair shall proceed to execute a standard License Agreement with the CPM alumni society.

6.3.3.2 *Operating Societies*
In some cases, a CPM alumni society that is already incorporated and in operation may wish to seek a license to use the service mark. Because the CPM alumni society is already incorporated, it may follow the abbreviated process laid out below.

Request for a license
1. The board of the CPM alumni society will notify the director of the CPM program serving the society's geographic area of their intent to request a license to use the service mark.
2. The CPM program director and/or other CPM program staff will assist the CPM alumni society in preparing its application.
3. The board of the CPM alumni society will submit a letter of application to the Consortium chair. The letter of application shall include:
    a. A request for a license to use the service mark,
    b. The name of the organization, and
    c. A narrative description of the society's purpose.
    The letter shall also include a number of supporting documents:
    d. Constitution and bylaws, which address:
        i. Statement of purpose,

> ii. Membership categories, qualifications, terms, and dues,
> iii. Organization administration, including executive board, officers and their responsibilities, election or appointment process, and governing structure including any committees,
> iv. Meeting schedule,
> v. Method of amendment,
> vi. Dissolution clause, and
> vii. Any other requirements of the organization's state of incorporation.
>
> e. List of officers and members, with contact information:
>> i. Name,
>> ii. Title (if officer),
>> iii. Phone number,
>> iv. Email address, and
>> v. Mailing address.
>
> f. Evidence of incorporation issued by the appropriate authority,
> g. Statement attesting that the CPM alumni society is not currently already licensed under another agreement to use the service mark,
> h. Evidence of tax exempt status issued by the appropriate authority,
> i. Evidence of financial viability, and
> j. A letter in support of the application from one or more members of the Board of Directors from the geographic area served by the prospective CPM alumni society and the CPM program director or other staff member who assisted in preparation of its application. This letter of support must verify that the application is complete and includes all required supporting documentation.

4. Upon receiving the letter of application and supporting documents, the Consortium chair will make a copy of the application and all supporting materials available to the members of the Executive Council for their review.
5. Upon a majority vote of the Executive Council in favor of authorization, the Consortium Chair will execute a standard License Agreement with the CPM alumni society.
Service Mark Licensing Agreement link in appendix

6.3.4 Monitoring and Annual Reporting Requirements
It shall be the responsibility of the alumni society, the state CPM program and the Consortium to monitor the use of the trademark and to report any infringement or improper use of the trademark.

6.3.4.1 *Annual Reporting*
The CPM alumni society will be responsible for submitting an annual report containing the following information: *Annual Report Template for Service Mark Licensees link in appendix*

1. Any amendments in the governing documents (constitution, or bylaws) since the last report
2. Current officers, including
   a. Name
   b. Title

      c. Mailing address
      d. Telephone
      e. Fax
      f. Email
3. Membership by membership category including
      a. agencies represented
      b. total members
4. Dates of society meetings in the past year and meeting topic
5. Status of incorporation in that state
6. Status of tax exemption
7. Financial statement for the previous year
8. Statement signed by one or more members of the Board of Directors from the geographic area served by the prospective CPM alumni society and the CPM program director verifying the report data.

This report will be submitted to the director of the CPM program serving the society's geographic area and will be included as an attachment to the CPM program's next annual report.

The members of the Board of Directors from the geographic area served by the CPM alumni society will notify the Consortium Chair and/or Consortium Administrator if they have knowledge that:

1. The CPM alumni society ceases to meet the standards for authorization as presented in the final submission,
2. Violates the terms of the License Agreement
3. Improperly uses the service mark, or
4. Takes any other action that would put the Consortium's intellectual property in jeopardy.

Accreditation reviews shall include the policies and procedures related to the approval and monitoring of the use of the trademark by the CPM program and the CPM program's verification of the CPM alumni society's conformity to the License Agreement.

6.3.4.2 *Responsibility to Notify Consortium of Nonconforming or Unlicensed Uses*
The Consortium members and licensed users of the service mark share a common interest in preventing unlicensed or inappropriate use of the service mark. Therefore, all Consortium members and members of organizations licensed to use the service mark have a responsibility to notify the Consortium Chair in the event that they become aware of any nonconforming or unlicensed uses of the service mark.

6.4 *Use of a License Agreement*
It is the intent of these provisions that all License Agreement users are granted the same rights to use the service mark. The Consortium will implement these provisions by means of a license agreement similar in form to the license agreement shown at Exhibit X Service Mark Licensing Agreement.

6.5 INTELLECTUAL POLICY FOR DELIVERY OUTSIDE THE US AND US TERRITORIES

It is the policy of the NCPMC to protect the service mark to the extent possible in every jurisdiction in which it is used. A program planning to provide CPM training and/or confer the CPM credential within a jurisdiction outside the US or US territories must obtain approval for such delivery from the NCPMC Board of Directors as specified in 5.1.2.

6.5.1 Policy for Jurisdictions with Protection Similar to that Provided within the US

If intellectual property protection similar to that provided within the US by the US Patent and Trademark Office is available within the jurisdiction, then such intellectual property protection must be secured prior to providing CPM training or conferring the CPM credential in the jurisdiction.

The costs of establishing and maintaining a service mark or similar intellectual property in any jurisdiction will be the responsibility of the program(s) delivering CPM training or conferring the CPM credential in that jurisdiction, including:

- The cost associated with the services of an intellectual property attorney to assess the extent and cost of service mark or other intellectual property protection in the jurisdiction.
- The fees and other costs to secure service mark or other intellectual property protection in the jurisdiction. The NCPMC will be the holder of the service mark or similar intellectual property in every jurisdiction in which the service mark is protected.

6.5.1.1 Cost Sharing for Jurisdictions with Multiple Programs

When multiple programs are approved to provide CPM training or confer the CPM credential within a given jurisdiction, the costs of establishing and maintaining a service mark or similar intellectual property within that jurisdiction will be shared among the programs equitably as follows:
- The first program approved to provide CPM training or to confer the CPM credential in a non-USPTO jurisdiction will pay to the NCPMC the full cost to secure intellectual property protection in the name of the NCPMC for the minimum standard term in that jurisdiction.
- Any subsequent program approved to deliver CPM training or to confer the CPM credential in the same jurisdiction will be assessed an intellectual property fee by the NCPMC proportionate to (a) the remaining years (including the year of entry for that subsequent program) remaining in that jurisdiction's minimum standard intellectual property protection term and (b) the number of programs operating in that jurisdiction.
- The NCPMC will then refund commensurate amounts to other CPM Programs who have already pre-paid for intellectual property protections for the remainder of the minimum standard term. These refunds may be in the form of NCPMC disbursements, or of credits towards dues and/or accreditation fees owed by those subsequent CPM Program(s) to the NCPMC.
- Costs for renewals of intellectual property protections/registrations in non-USPTO jurisdictions would be governed by the same provisions as those of initial procurement of such protections.

See International Trademark Cost Sharing Example link in appendix

6.5.2 Policy for Jurisdictions without Protection Similar to that Provided within the US

In some jurisdictions outside the US, intellectual property protection similar to that provided within the US by the USPTO is not available. In these cases, the program planning to provide CPM training or confer the CPM credential in the jurisdiction must propose an alternative plan for protecting the NCPMC's intellectual property within that jurisdiction.

Such a plan may include using contractual provisions in which the CPM program's partners agree not to use NCPMC intellectual property outside the context of the program in which the accredited CPM program is participating.

The plan will include other provisions as needed to protect NCPMC intellectual property. The CPM program will bear any costs associated with developing and implementing the plan.

6.5.3 Licensing

Programs approved to provide CPM training and/or confer the CPM credential in non-US jurisdictions will be authorized to use NCPMC intellectual property in the jurisdiction by means of a license agreement.

Section VII
SOP Updates & Revision

7.1 Updates
Administrative updates of the Standard Operating Procedures (SOP's) will be completed by the Consortium Administrator (or designee) as needed, under the direction and approval of the Executive Council as delegated by the Board of Directors.

Updated documents will be saved with the new date in the name of the document, as well as reflected in the footer of the document, to allow easy identification of the newest version.

Updated documents will be saved to SHARED RESOURCES ON WEBSITE by the Consortium Administrator (or designee) in a timely manner.

Updates will be saved to related documents such as the "New Member Handbook".

This is to assure that items of importance to the operation of NCPMC, are handled in a timely manner and not left strictly to volunteers.

7.2 Revision
Changes in official policy of the NCPMC, as adopted by the Board of Directors or as delegated to the Executive Council, that result in needed changes to the Standard Operating Procedures of the NCPMC, shall be appropriately reflected in these documents through the process described under administrative updates, or when advisable, another appropriate process, in whole or in part, as directed by the Executive Council.

For example:
The Governance Committee could draft language to present, through the Committee Chair, to the Executive Council for review and approval, after which the Executive Council asks the Consortium Administrator (or designee) to complete the process (inserts the approved language, names the document as indicated, and saves to SHARED RESOURCES ON WEBSITE).

This is to assure that items of great importance to the Governance of NCPMC, such as changes in policy, are handled in a timely manner and not left strictly to volunteers.

Section VIII
Resources

8.1 Member resources on Consortium Website
An Accessible Resource Full of Helpful Information

All of the Consortium shared files are located in the new [website](#) file sharing section hosted by Box. This is only available to members that have logged in. After logging in, you can get there by choosing **Members Only|Resources-Shared Files** on the top menu.

This is the place where you will find all of the Consortium's official documents and meeting materials.

When you choose the page you will see the list of directories with a little number next to the name indicating how many files are in the directory. It also shows the date that it was last updated.. You click on the directory you want to view. You can then view the file or download it. You can also download a whole directory. To return to the top directory, click on Resources on the top bar.

If you want to add files to the site, e.g. committee reports, please send them to the Consortium Administrator to be uploaded. You will be sent a link that you can email or create an email to all members with a message from you and a link to the file.

If you have not previously logged into the site or have lost your password, click on this : http://cpmconsortium.org/Sys/ResetPasswordRequest. You can then create/reset your password. Your username is the email address where you received this message.

Appendices

The following Appendices will direct you to the Folder where the document is located in the Member Resources – [Shared Files section of the NCPMC website](#)

Accreditation Forms & Templates - https://app.box.com/s/wwuq5telafn7tvitmd9wz2g6plkisa9v
 Includes the following:
- New Member Handbook
- Active Status Request Sample Letter
- Active Status Supporting Sample Letter
- Associate-Active Status Report
- Competency Cluster Description
- A Guide To The Accreditation Process
- Accreditation Assessment Questionnaire
- Accreditation Report Template
- Best Practices Sample Report
- Initial Accreditation Review Timeline
- Continuing Accreditation Review Timeline
- Sample Request for Initial Accreditation
- Sample Request Continuing Accreditation
- Site Review Travel Reimbursement Voucher Template
- CPM Graduate Volunteer Service Form

Administration
- [Annual Report](#)
- [Flexible Payment Plan Request](#)
  -
- [Conflict of Interest Disclosure Form](#)

Leadership
- [Request for Nominations for Executive Council](#)
- [Goal Team/Committee/Task Force Report Format](#)
- [Goal Team/Committee/Task Force Recommended Action Format](#)
- [Administrator Job Description](#)
- [Administrator Recruitment – Sample contract options](#)
- [Administration Recruitment – Sample RFP](#)
- [Administrator Recruitment – Sample FAQ's](#)
- [Administrator Evaluation Format](#)
- [Strategic Plan (updated 7/2015)](#)
- [Fellows Nomination Form](#)
- [Fellow Working Agreement](#)

Meetings
- [Committee/Goal Team/Task Force Report Template](#)
  - [Committee/Goal Team/Task Force Recommended Action Template](#)
- Democratic Rules Summary and Flowchart, [click here](#)

- Tips on Running a Successful Meeting, [click here](#)

Membership
- [Cooperative Agreement Template](#)
- [Membership Application](#)
- [Statement of Professional Responsibility](#)
- [Sample Letter Requesting Associate Status](#)
- [Active Status Request Sample Letter](#)
- [Active Status Supporting Sample Letter](#)
- [Significant Change Request](#)

Intellectual Property
- [Approved CPM Logo Use Policy and Logo Files](#)
- [Service Mark Licensing Agreement](#)
- [Annual Report Template for Service Mark Licensees](#)
- [International Trademark Cost Sharing Example](#)

Resources
- [Member resources on Consortium Website](#)